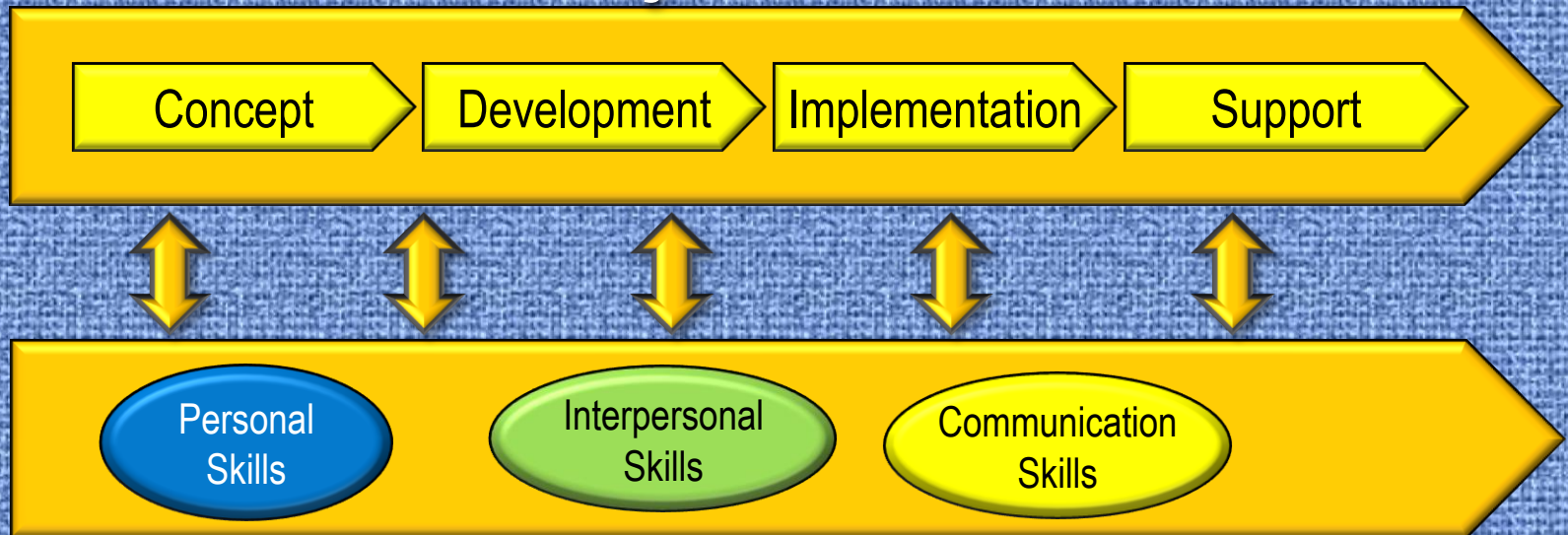




The Social Process

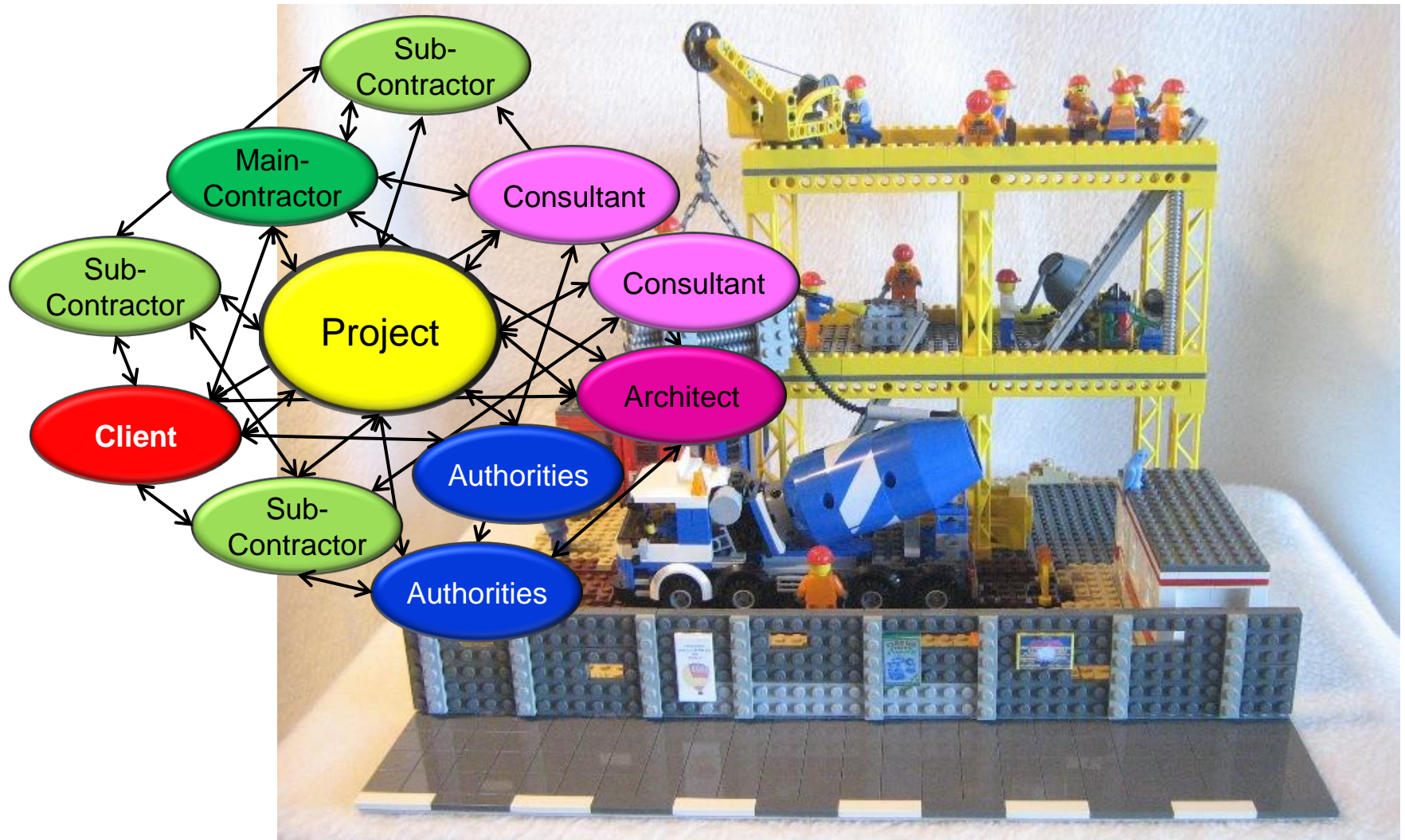
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The Project Process



The Social Process

Projects are Teamwork

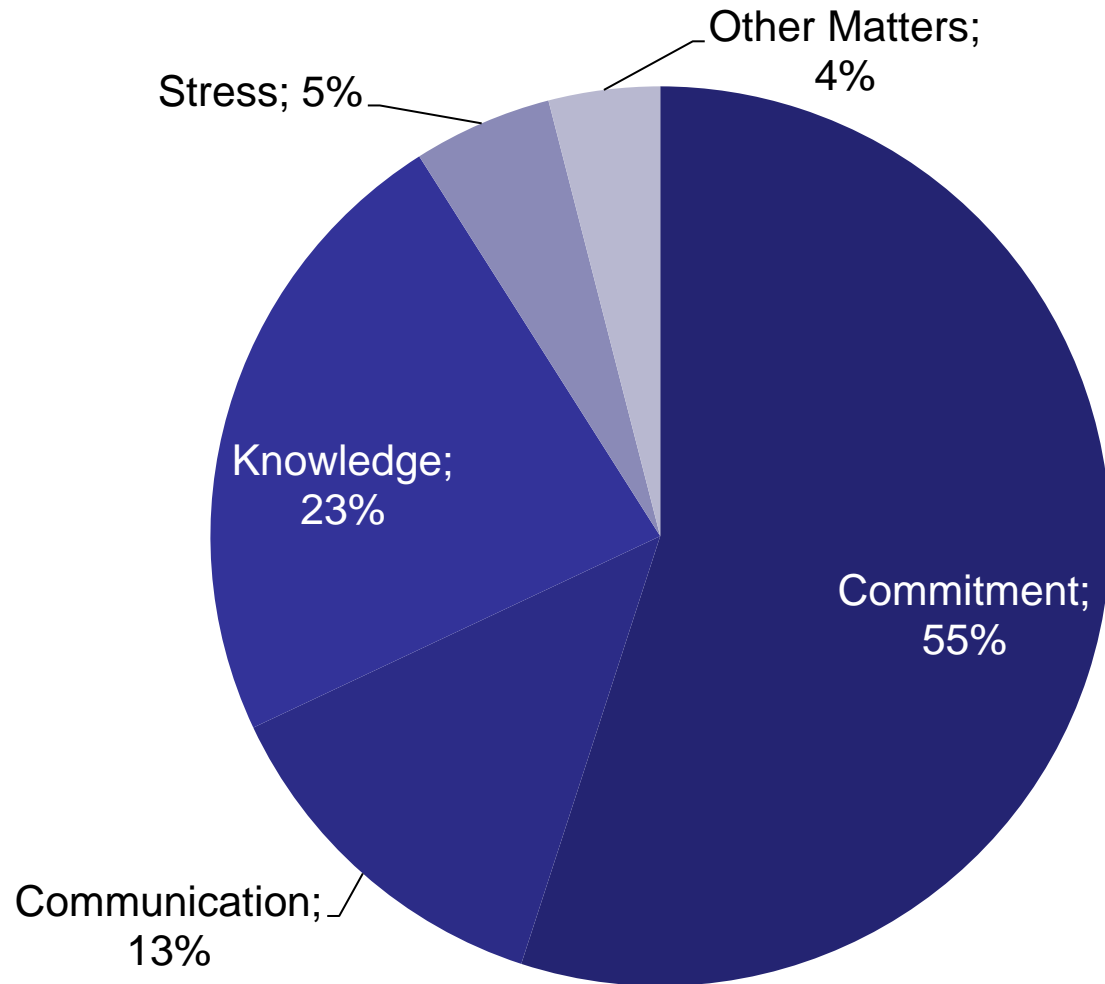




A Construction Project was reviewed for a year:

- About 1 500 mistakes were recorded
- Cost caused by the mistakes made = 6 % of project budget
- 80 % of the Cost were represented by 20 % of the mistakes

Cost for mistakes distributed by cause





Project Partnering:

- a commitment between the owner, consultants, architect, contractor(s)
- to improve communications, avoid conflicts
- working together towards shared and common goals and objectives
- builds goodwill and trust
- encourages open communication
- enables the parties to resolve problems
- minimize disputes by conflict management



The Social Process - Team Work



Success factors?



The Social Process



The Individual
Personal Characteristics



The Team
Interpersonal
Characteristics



**Team
Dynamics**
Team Building



Have you ever applied for a job?



What about selection criteria?

Personality Profile - Building Teams

IDI - Interpersonal Dynamic Inventory

Relator	Motivator
Processor	Producer

- better understand your own behavior on others
- better understand the behavior of others
- establish more productive relationships with others
- improve cooperation within and between groups

IDI - Interpersonal Dynamic Inventory

<p style="text-align: center;"><u>Relator</u></p> <ul style="list-style-type: none"> + Coordinates the group + Cares about relations + Compromises + Understanding - Afraid of conflicts - Indecisive - Lack of ideas - Follower/Ingratiating 	<p style="text-align: center;"><u>Motivator</u></p> <ul style="list-style-type: none"> + Charismatic + Selling/Convincing + Innovative + New ideas/projects - Do not reach conclusions - Short-termed solutions - Insufficient control - Insufficient delimitations
<p style="text-align: center;"><u>Processor</u></p> <ul style="list-style-type: none"> + Careful, exact + Precise, accurate + Well-organised + Finalizes/concludes - No comprehensive view - Conservative - Limited initiatives - Bureaucratic 	<p style="text-align: center;"><u>Producer</u></p> <ul style="list-style-type: none"> + Result-orientated + Driving/Efficient + Focused + Determined - Bad listener - Action before consideration - Busy/eager - Not considerate

Adizes – Management Styles

Describes a person's management styles:

- To be aware of the characteristics of effective performance

To achieve balance among the management roles of PAEI:

- (P) Producing results for which the organization exists
- (A) Administering for systematized efficiency
- (E) Entrepreneuring for proactive change
- (I) Integrating the parts of the organization for long-term viability

The Adizes Test of Management Roles



(Paei) The Producer

Characteristics:

- Has the drive/discipline it takes to reach results
- Is direct and to the point
- Impatient
- Active and busy - attracted to high-intensity departments
- Little time for idle small talk
- Too busy to attend meetings
- Acts behind the scene – gets the work done



(pAei) The Administrator

Characteristics:

- Ensures that rules are in place and followed
- That plans are made and adhered to
- Is precise and accurate
- Make sure things are done "right"
- Analytical and logical
- Prefer tasks that require systemic thinking and precision



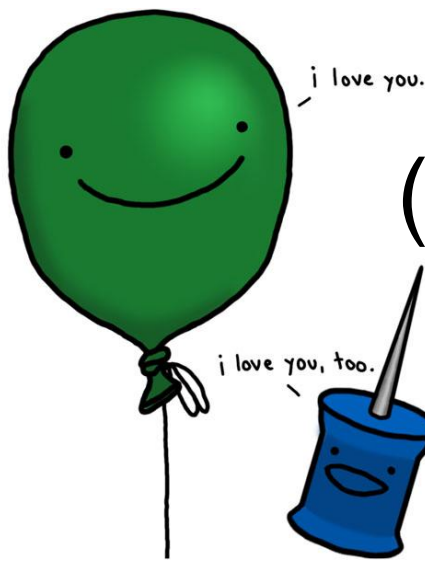


(paEi) The Entrepreneur

Characteristics:

- Full of ideas
- A visionary with dreams
- Generate ideas for new projects
- Leads others to work with new ideas
- Creative and willing to take risks
- Bored with short-term tasks - prefer long-term visions
- Often charismatic
- Initiates new ideas – before completing ongoing tasks
- Dislike administration and routine work





(pael) The Integrator

Characteristics:

- People-oriented
- Value social harmony
- Focused on peacemaking and teamwork
- Empathetic
- The first to cooperate in helping with tasks or problems
- Prefer to work by consensus
- Attracted to people-oriented occupations, HR
- Not results oriented
- Does not initiate new ideas
- Afraid of conflicts



Adizes - Management Styles

Everyone has a blend of these personality style - skills in all four areas.

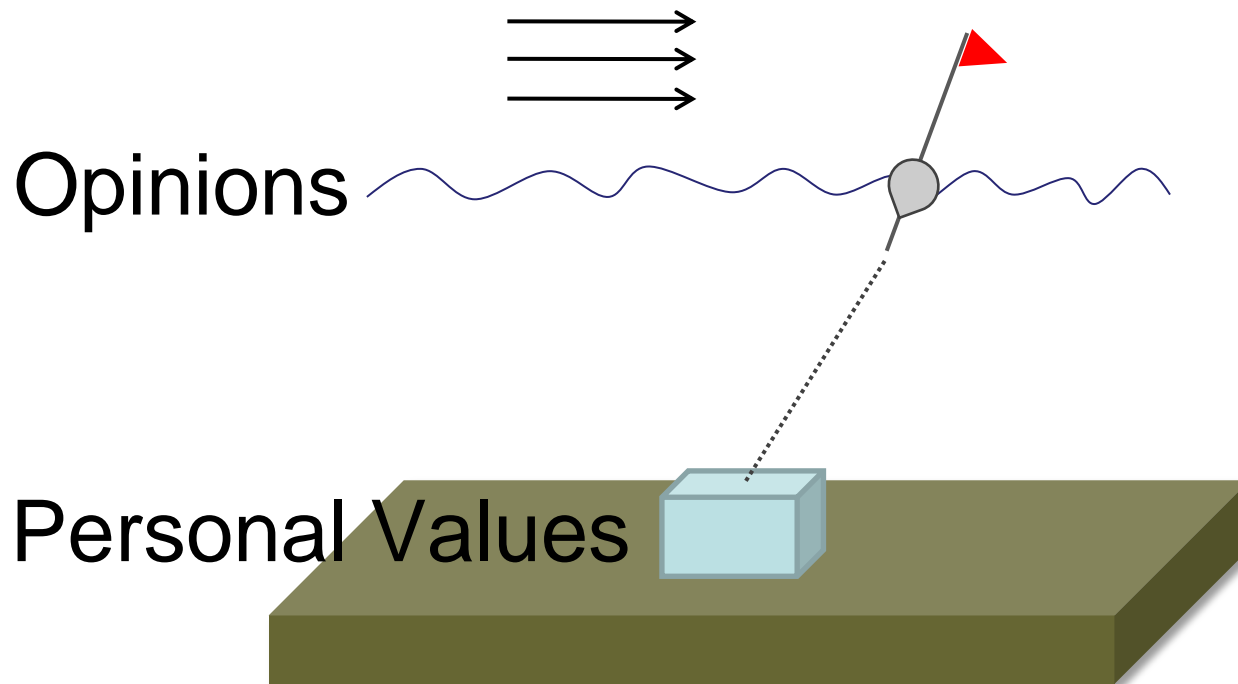
Nobody is equally strong in all four areas

Everyone has at least one, often two, dominant styles

The Island

The Faces

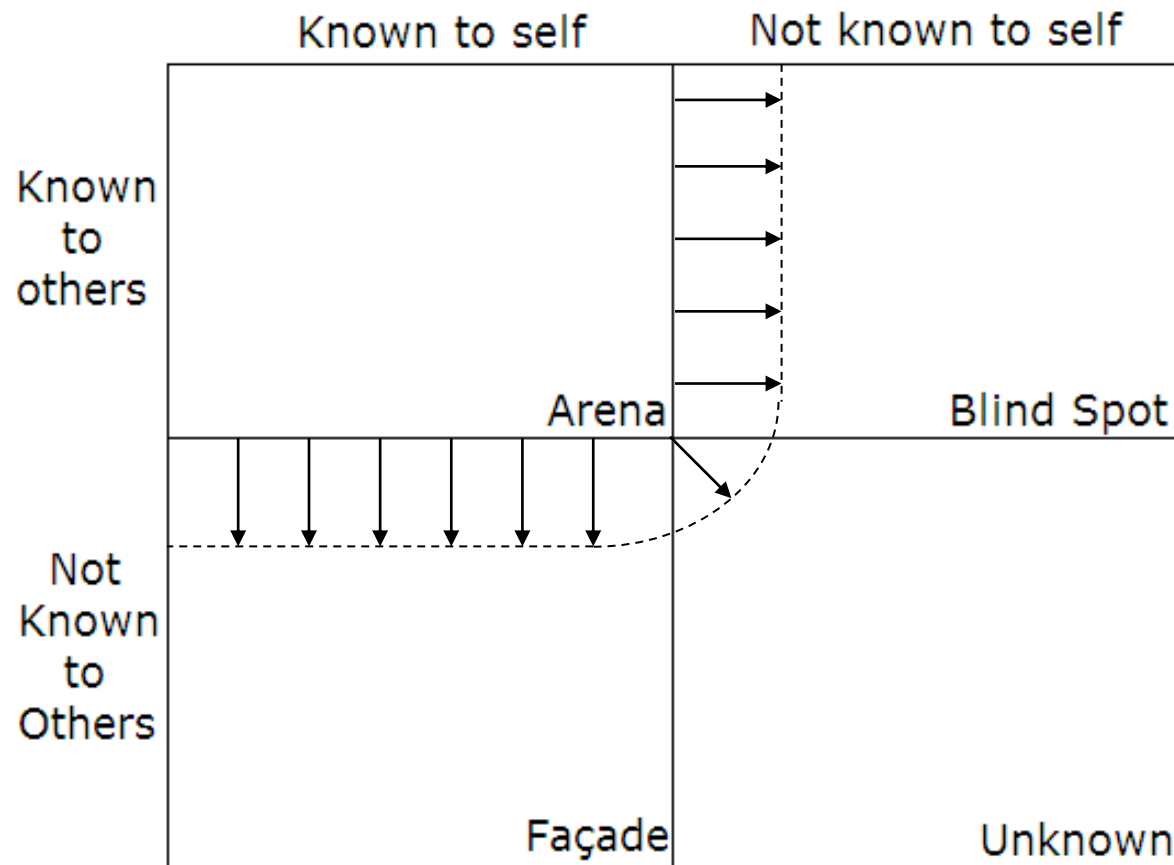
Values – Opinions



Teambuilding – getting to know one another

Consciousness - about yourself and others

Johari Window



- to help people better understand their interpersonal communication and relationships
(by Joseph Luft and Harry Ingham, 1955, US)

Selecting the Project Team



Prisoners' Dilemma

Team Development

The new borne group:

(Do I fit in this group? Does the group fit me? Group Standards?)

Me	Us	It
----	----	----



The “teenager”-group:

(Group structure, roles are made clear)

Me	Us	It
----	----	----



The Mature group:

(peace, trust, balance)

Me	Us	It
----	----	----

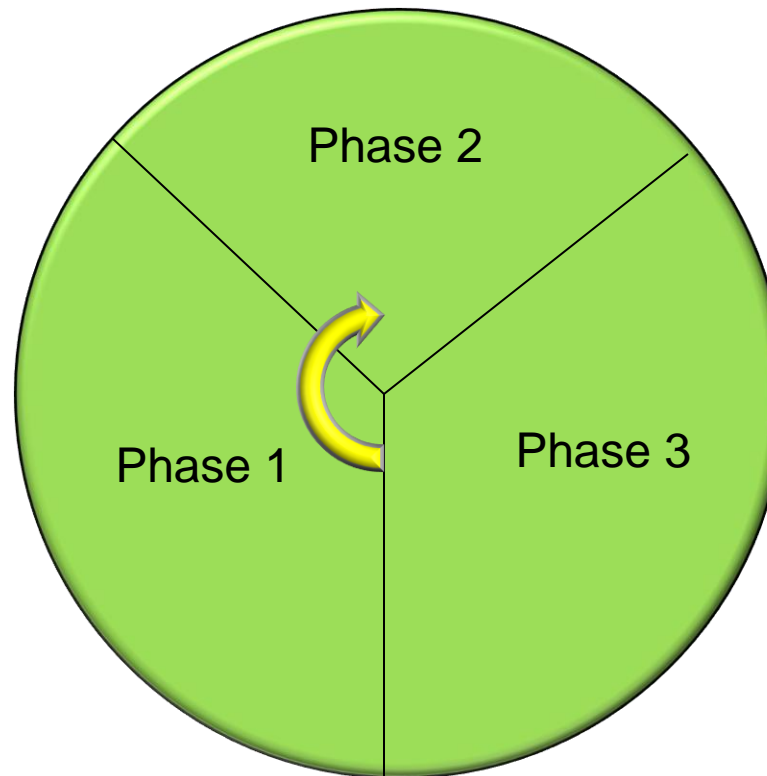


FIRO

(Fundamental Interpersonal Relationship Orientation)

Phase 1: (in-out)

- No conflicts
- Politeness
- Main focus on trying to get a grip on the other group members



Phase 2: (up-down)

- Conflicts
- Subgrouping
- Main focus on positioning one self.

Phase 3: (close-far)

- Harmony
- Main focus on the task

The Social Risk Analysis – Step by Step

Step 1: Identification of Common Issues of Analysis

Step 2: Self-Conception (individual self-analysis)

Step 3: Identification of Potential Conflict Areas

Step 4: Agreement on Fundamental Principles for the Teamwork

Step 5: Recurrent Review the Social Risk Analysis

Step 6: Assessment and Concluding Report of the Social Process

- Priorities (job, family, etc.)
- Work conditions
- Personality
- Behavior (Co-operation...)
- Ambition level
- ...



The Social Process

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